

“Nurses are part of the framework of a well-run society. With the shortage we have at hand, this delicate balance could be greatly disrupted. By partnering with an organization such as Nurses for a Healthier Tomorrow, we are allowed to combine our resources towards a common goal ... encourage individuals to join the nursing profession while offering security and peace of mind to those who have already dedicated their lives to the vocation.”

— Joan O'Sullivan, Managing Director, Marsh Affinity Group Services, a service of Seabury & Smith

NURSING.

IT'S REAL. IT'S LIFE.



James T. Lenehan, vice chairman of Johnson & Johnson's board of directors, unveils "The Campaign for Nursing's Future" at Union Station in Washington, D.C.



NURSES
for a Healthier Tomorrow

The nation is facing a dangerous nursing shortage. The risk is both short- and long-term, and is more serious in some geographic areas than others. Rather than wait until the problem is severe and patients are at risk, NHT is working now to heighten awareness about the looming nursing shortage and the excellent opportunities that await those who seek a career in nursing.

Johnson & Johnson launches campaign to address nursing shortage

Johnson & Johnson recently launched a \$20 million multi-year campaign to attract more people into the nursing field. "The Campaign for Nursing's Future" complements the existing Nurses for a Healthier Tomorrow campaign.

"Throughout Johnson & Johnson's history as a major provider of products and services to hospitals, we have always had a special affinity for the nursing profession," said James T. Lenehan, vice chairman of Johnson & Johnson's board of directors. "Nursing professionals are the essential link between 'high-tech' and 'high-touch,' and we are determined to help stimulate wider interest in this challenging and rewarding career field."

Developed with the input of Nurses for a Healthier Tomorrow member organizations, Johnson & Johnson's efforts include the following components:

TELEVISION ADVERTISEMENTS

Two television advertisements, "I'm a Nurse" and "They Dare to Care," are airing in network prime time and on local stations in key markets, celebrating nurses and their many contributions. The ads feature nurses from the New York metropolitan area and were filmed in hospitals there.

Johnson & Johnson soon will produce a two-minute version of the television commercial as a tribute to the nursing profession.

WEB SITE

A new Web site about the benefits of a nursing career, www.discovernursing.com, contains a searchable database of more than 1,000 nursing education programs and hundreds of scholarships nationwide. Johnson & Johnson's Web site serves as a nursing gateway with direct links to the nation's nursing schools and nursing organizations, including Nurses for a Healthier Tomorrow members. The site features a link to the Nurses for a Healthier Tomorrow Web site, www.nursesource.org. The site also profiles dozens of nurses and nursing students in addition to providing detailed descriptions of numerous nursing specialties and career paths.

SCHOLARSHIP, GRANT AND FUNDRAISING COMMITMENTS

The campaign includes scholarship funds for students and nursing faculty, and a multi-city fundraising campaign with involvement from the nation's hospitals, nursing organizations and hospital associations. Several Nurses for a Healthier Tomorrow member organizations will administer scholarship grants for nursing students and prospective nursing faculty. Special events in major cities across the country will honor nursing excellence and raise additional money to build the scholarship fund. Existing Johnson & Johnson

nursing education programs, including those for nursing executives, nurse managers and school nurses, will continue.

RECRUITMENT TOOLS

Johnson & Johnson has distributed recruitment tools to 20,000 high schools, 2,000 junior high schools, 2,000 nursing schools, 7,500 hospitals, 15,000 Johnson & Johnson sales representatives and others across the country. The tools include a new nursing career video, six posters, lapel pins and recruitment brochures promoting nursing careers. The Nurses for a Healthier Tomorrow Web site is listed in the brochure as a resource.

In the future, Johnson & Johnson plans to address other areas affecting the nursing profession, including ways to retain nurses in hospitals.

Johnson & Johnson's campaign was developed after reviewing research on the nursing shortage and conferring with nursing organizations, nursing schools, hospitals and other health care groups about their experiences.

The company also enlisted the help of an advisory group of nursing leaders to help develop the campaign and direct its future efforts. Leaders from several Nurses for a Healthier Tomorrow member organizations are members of this group.

Johnson & Johnson launched the cam-

paign on Feb. 5 with a reception at Union Station in Washington, D.C. Attended by Nurses for a Healthier Tomorrow members, health care industry executives, nursing association leaders, nursing school deans and health care policy makers, the reception featured speeches by U.S. Health and Human Services Secretary Tommy Thompson, U.S. Rep. Lois Capps and U.S. Senator Tim Hutchinson. Johnson & Johnson formally recognized Nurses for a Healthier Tomorrow at the event for its work in bringing attention to the nursing shortage and promoting nursing as a career.

On Feb. 6, Johnson & Johnson hosted a press conference in New York to announce the campaign to the media. Several Nurses for a Healthier Tomorrow representatives spoke at the press conference.

Johnson & Johnson, with approximately 101,800 employees, is the world's most comprehensive and broadly based manufacturer of health care products and a provider of related services for the consumer, pharmaceutical and professional markets. Johnson & Johnson has more than 190 operating companies in 51 countries around the world, selling products in more than 175 countries. ❄️

Nurses for a Healthier Tomorrow coalition members

Academy of Medical-Surgical Nurses • American Academy of Nurse Practitioners • American Academy of Nursing • American Association of Colleges of Nursing • American Association of Critical-Care Nurses/AACN Certification Corp. • American Association of Nurse Anesthetists • American College of Nurse Practitioners • American Hospital Association • American Nephrology Nurses' Association • American Nurses Association • American Organization of Nurse Executives • American Psychiatric Nurses Association • American Public Health Association • American Red Cross • Arthritis Foundation • Association of Academic Health Centers • Association of American Medical Colleges • Association of periOperative Registered Nurses • Association of Women's Health, Obstetric and Neonatal Nurses • Emergency Nurses Association • Health Occupations Students of America • Honor Society of Nursing, Sigma Theta Tau International • Hospice and Palliative Nurses Association • International Society of Psychiatric-Mental Health Nurses • National Association of Clinical Nurse Specialists • National Association of Neonatal Nurses • National Association of Orthopaedic Nurses • National Association of Pediatric Nurse Practitioners • National Association of School Nurses • National Coalition of Ethnic Minority Nurse Associations • National League for Nursing • National Organization for Associate Degree Nursing • National Student Nurses' Association • Oncology Nursing Society • Society of Otorhinolaryngology and Head-Neck Nurses • Society of Trauma Nurses • U.S. Department of Veterans Affairs



U.S. Health and Human Services Secretary Tommy Thompson stressed the importance of addressing the nursing shortage at Johnson & Johnson's kick-off event in Washington, D.C., for "The Campaign for Nursing's Future."

The groundswell of efforts to address the nursing shortage are and must be about educating the public so they want nurses, as well as attracting more people into the profession."

— *Beth Ulrich,*
Regional Vice President
and Editor, NurseWeek

Most Americans are worried about nursing shortage *Vanderbilt study provides key insights on perceptions and fears*

Americans are extremely aware of the national nursing shortage and believe it is a serious problem, according to a national poll released by the Vanderbilt University Medical Center's School of Nursing and Center for Health Services Research in Nashville, Tenn.

The study confirms that a majority of Americans are concerned about the impact the nursing shortage may have on their ability to gain proper medical care. It also confirms that Americans overwhelmingly trust, respect and admire nurses, and would encourage family and friends to consider a nursing career. However, a general lack of knowledge of the many opportunities nursing offers remains a significant barrier to nursing recruitment efforts.

"We found three in four Americans believe the nursing shortage is a serious health care problem, and people believe it will negatively impact the quality of care they get in the nation's hospitals," said Dr. Peter Buerhaus, a leading researcher on the nursing shortage and associate dean of nursing at Vanderbilt.

The study shows that:

- 81 percent of Americans recognize there is a nursing shortage; 65 percent believe it is either a major problem or a crisis.
- 93 percent agree (80 percent strongly agree) that the nursing shortage jeopardizes the quality of health care in the United States. Seniors, aged 55 and older, are particularly sensitive to the shortage's impact on the quality of the health care system.
- 75 percent are concerned that the

nursing shortage could affect their future health care experiences, and 65 percent of younger Americans (aged 18 to 34) experience anxiety over the shortage.

Other key findings of the survey include:

- 95 percent of Americans find nurses' opinions on health issues to be credible and overwhelmingly trust, respect and admire nurses.
- 97 percent view nurses and the nursing profession favorably (76 percent very favorably) and 91 percent say nurses play a critical role in the health care system.
- Although 83 percent of Americans, including 78 percent of men, would encourage a loved one to enter the nursing profession, only 21 percent would consider a nursing career themselves.
- Only one male in 10 would consider nursing as a career.
- 91 percent said they would view it positively (74 percent very positively) if a family member or close friend told them they were considering a nursing career.
- The care that nurses offer patients is the main reason Americans have considered a career in nursing. Thirty-four percent of those who have considered nursing as a career say the primary reason is because nurses care about people and want to help others.
- Most Americans are unaware that nursing offers career opportunities outside of patient care – such as research or hospital management. Many Americans have only a cursory knowledge

of the differences between the different types of nursing professionals, such as licensed practical nurses, registered nurses and nurse practitioners.

- Americans much more strongly associate nurses with activities providing care, such as critical end-of-life care (74 percent), than they do with functions such as working in laboratories (35 percent), conducting research (32 percent), and writing and revising hospital and clinic policies (30 percent).
- Most Americans have little or no idea about nursing salaries and there is little recognition that they are competitive with those of other professions.

According to the researchers, interest in nursing likely will increase significantly once Americans are made aware of the opportunities the profession offers. Already, 21 percent say that they have at least once considered a career in nursing.

"The biggest problem is that people are unaware of the array of opportunities and rewards in nursing today," Dr. Buerhaus said. "They are unaware that nursing salaries are very competitive with other professions or that nursing offers career opportunities in health research, hospital management, and family and community health care, in addition to traditional patient care. We need to get these messages out to parents, teachers, counselors and – above all – students at all levels."

Commissioned by Johnson & Johnson, the nationwide poll was conducted with telephone interviews with 1,005 Americans aged 21 and older. Penn, Schoen & Berland Associations Inc. of Washington, D.C., conducted the poll. ❄️

HOW TO HELP

There are many ways you can get involved with Nurses for a Healthier Tomorrow. Here are two things that will help most:

Contribute money. We need dollars to create, produce and place advertising, and to fund public relations efforts aimed at young people, parents and guidance counselors. From individuals to corporations to foundations, we'll only succeed if we work together. No contribution is too small, and you can even make a contribution in honor of a person, institution or organization.

Sponsor media placements. National, regional and local sponsors are needed to get this campaign on the air. Your organization can benefit from this visible partnership with nursing – and millions of nurses nationwide.

To make a contribution or get more information you can:

- Contribute online at www.nursesource.org
- Mail your contribution to:
Nurses for a Healthier Tomorrow
c/o Honor Society of Nursing,
Sigma Theta Tau International
550 W. North St.
Indianapolis, IN 46202
- Call, write or e-mail us about sponsorship opportunities:
Kathy Bennison, 888.634.7575, bennison@stti.iupui.edu
Sonja Popp-Stahly, 317.262.8080, sonja@hetcom.com

“We continue to receive requests for information about the print ads and PSAs. The latest was from Madge Kaplan, senior health editor for public radio’s nightly business show, ‘Marketplace,’ and WGBH radio in Boston. This shows that the mainstream media is ready to contribute to the efforts to ease the nursing shortage.”

— *Patti Rager, President and Publisher, Nursing Spectrum*



Coalition expands message to movie theaters

Nurses for a Healthier Tomorrow advertisements will hit movie theaters in May. The on-screen ad will feature real-life nurses from the coalition’s print ad campaign, showcase the “Nursing, It’s Real. It’s Life.” tagline and direct moviegoers to the www.nursesource.org Web site.

Reaching more than 2.5 million moviegoers, the on-screen ad will appear throughout the month of May on 436 screens nationwide in the following major markets: Los Angeles, New York, Miami, Baltimore, Dallas, Washington, D.C., Atlanta, Detroit, Seattle, Chicago,

Philadelphia, San Francisco and Boston. May was chosen to honor Nurses Week, which is May 6-12.

Coalition sponsor JWT Specialized Communications created the ad and handled distribution. ❄️

Grassroots support helps distribute PSA, print ads

The Nurses for a Healthier Tomorrow 30-second television public service announcement (PSA) generated 2,062 confirmed telecasts on 47 stations nationwide through February 2002. The PSA has reached an estimated audience of 49.9 million and airtime value of \$221,507, according to Salo Productions, the PSA distributor.

The PSA was distributed to 200 television stations nationwide. The distribution list is posted on the coalition’s Web site, www.nursesource.org. Nurses for a Healthier Tomorrow continues to encourage individuals and facilities to contact local stations and request that they air the PSA.

With Nurses for a Healthier Tomorrow operating on a shoestring non-profit budget, grassroots efforts to help distribute the PSA are key to the campaign’s effectiveness.

For \$100, organizations, facilities and individuals can order a PSA kit to distribute to stations not included on the initial distribution list. The kit includes a letter to television station public service directors, a color storyboard of the PSA and a broadcast-quality copy of the PSA with Sigma tracking. For an additional fee, an organization’s logo can be placed at the end of the PSA.

Anyone interested in purchasing the PSA kit can view the storyboard and access the order form on the “Campaign News” section of the Nurses for a Healthier Tomorrow Web site.

More than 55 PSA orders have been placed to date to cover stations not included in the original distribution, such as stations in Fort Myers, Fla.; Lansing, Mich.; Springfield, Miss.; Tulsa, Okla.; and San Diego, Calif., among others.

The coalition also is relying on grassroots support to distribute the campaign’s seven print ads. The seven print ads can be viewed on the coalition’s Web site in the “Campaign News” section. To date, more than 190 requests for print ads have been fulfilled. Requests have been received from schools of nursing, hospitals, state nursing associations, high schools and individual nurses. Recipients have varied uses for the ads, including local newspaper placement, newsletter placement and poster creation for career fairs.

Due to limitations with usage rights, the television spot must be placed as a public service announcement and not as paid advertising. The print ads may be placed either as paid or non-paid advertising. ❄️



Nursing shortage facts and implications: age is a key factor

According to the Current Population Surveys conducted by the U.S. Census Bureau and U.S. Bureau of Labor Statistics:

- Between 1983 and 1998, the average age of working registered nurses (RNs) increased 4.5 years to 41.9. The average age of RNs is increasing at more than twice the rate of all other occupations in the U.S. workforce.
- The percent of working RNs under the age of 30 dropped from 30 to 12 percent of the total nursing workforce.
- There was a 40 percent decline in the number of working RNs under the age of 30 between 1983 and 1998, while the number of working people in the United States in the same time period dropped by only 1 percent.

Peter Buerhaus, PhD, RN, Douglas Staiger, PhD, and David Auerback, MS, discussed the implications of an aging nursing workforce in the June 14, 2000, *Journal of the American Medical Association*. These implications include:

- By 2010, the RN workforce will age another 3.5 years, reaching 45.4 years, and approximately 40 percent will be older than 50.
- The number of RNs will fall 20 percent below requirements in 2020.
- We must prepare now for an older workforce, including making improvements in ergonomics, retention and respect. ❄️

Helene Fuld Health Trust awards second \$100,000 grant to campaign

The Helene Fuld Health Trust, HSBC Bank USA, Trustee, has awarded \$100,000 to Nurses for a Healthier Tomorrow as the second installment of a two-year, \$200,000 grant. The Fuld Trust awarded Nurses for a Healthier Tomorrow the first \$100,000 in 2000. The second half was contingent upon the successful implementation of the coalition’s first-year goals as outlined in its grant proposal.

The Fuld Trust, whose mission is to support and promote the health, welfare and education of student nurses, awarded grants to three organizations in 2000, including Nurses for a Healthier Tomorrow, that were implementing promising strategies to address the nursing shortage. This pilot grantmaking initiative was the Fuld Trust’s first effort in supporting innovative strategies that address the barriers in recruiting and retaining highly skilled nurses into the profession.

The Helene Fuld Health Trust is the nation’s largest private funder devoted exclusively to nursing students and nursing education. In 1935, Dr. Leonhard Felix Fuld and his sister, Florentine, created a foundation in honor of their mother, Helene. In 1965, the foundation was converted to the Helene Fuld Health Trust. ❄️

Web site generates activity

The Nurses for a Healthier Tomorrow campaign directs audiences to the coalition’s Web site, www.nursesource.org.

Based on recently released statistics, the Web site is getting a significant amount of attention. Total Web site traffic for the third and fourth quarters of 2001 and January-February 2002 included 39,164 total unique visitors (people who visited the site) and 187,305 total hits (individual actions on the site).

Web site visitors will discover all kinds of information about nursing. The site features career content including career profiles of numerous nursing specialties, career resources and links to educational programs. Information about the nursing shortage also is featured on the Web site.

The site is linked to an interactive health careers job-bank database, which allows Internet users to search for career opportunities nationally. The site also provides links to the home pages of all coalition members and sponsorship information.

The Web site includes a “Campaign News” section for visitors to view the campaign’s print ads, read bios on the nurses featured in the campaign, and place an order for the PSA kit. The section also gives visitors information on how they can help build grassroots support for the coalition’s efforts. ❄️

“While the nursing shortage concerns me, the fact that 41 percent of the RNs aged 30 and under left the profession completely in 2001 tells a different and more serious story. We are not just dealing with an older work force, more patients with higher acuity and fewer nursing graduates; the current work environment for nurses is driving our future into other professions. We need to make fundamental changes in the work environment.”

— Greta Sherman, Senior Partner, The Consulting Group, JWT Specialized Communications

Nursing school enrollments rise, ending six-year period of decline

Enrollments in entry-level baccalaureate nursing programs increased in fall 2001, ending a six-year period of decline, according to the American Association of Colleges of Nursing (AACN), a Nurses for a Healthier Tomorrow member organization.

Although the increase ends a downward trend, AACN reports that the number of nursing students currently in the educational system is insufficient to meet the projected demand for 1 million new nurses over the next 10 years.

Findings from AACN’s annual survey show that enrollments in entry-level baccalaureate nursing programs increased 3.7 percent in fall 2001 compared to fall 2000. Post-doctoral programs saw a significant increase of 39.2 percent.

AACN cites the following factors for the increase in enrollments:

- Nursing schools have amplified student recruitment efforts, including launching aggressive marketing campaigns.
- Legislation in some parts of the country has provided more funds to nursing schools to expand programs and reach out to prospective students.
- Faculty shortages are being addressed through partnerships between schools and health care facilities that allow personnel to serve as teachers and clinical support.

Although entry-level baccalaureate programs saw an enrollment increase overall, 40 percent of nursing schools surveyed reported no change or declines in student enrollments. Also, enrollment in programs that enable registered nurses with a high school diploma or associate’s degree to earn a bachelor’s degree continued to decline. Enrollment levels in graduate and higher-degree nursing programs are struggling to remain at current levels.

AACN’s findings were reported in its 21st annual survey of institutions with baccalaureate and higher-degree nursing programs. More information about the survey results can be found at AACN’s Web site at www.aacn.nche.edu.

Nurses rank second in Gallup “Honesty and Ethics” poll

The nation’s nurses rank second among all professions for their honesty and integrity, according to the 2001 *CNN/USA Today/Gallup Poll* ranking the honesty and ethics of professions.

With 84 percent of Americans rating nurses “high” or “very high” in honesty and integrity, nurses were second only to the top-ranked firefighting profession.

The 2001 poll marked only the third year that nurses were rated. Nurses ranked first the previous two years, but were displaced in 2001 by firefighters following the Sept. 11 terrorist attacks. The poll was conducted in November 2001.

Although nurses placed second in the 2001 poll, the 84 percent rating is markedly higher than their first-place finishes in 2000 and 1999, when they received ratings of 79 percent and 73 percent, respectively.

Kiwanis International Foundation awards \$10,000 grant to campaign

Kiwanis International Foundation has awarded a \$10,000 grant to the Nurses for a Healthier Tomorrow campaign, making it a Nurse’s Circle sponsor. The one-year grant will help the coalition’s efforts to recruit and retain more nurses in the United States.

The Kiwanis International Foundation was activated in 1940 to provide financial assistance to service programs that support the objectives of Kiwanis International. The foundation has given more than \$58 million to meet the needs of children and young people worldwide. Founded in 1915, Kiwanis International has 300,000 members in 79 countries.

Sponsors make nurse recruitment a reality

Supporters of Nurses for a Healthier Tomorrow to date range from individuals to institutions:

PLATINUM SPONSOR (\$1,000,000)

GOLD SPONSOR (\$500,000)

SILVER SPONSOR (\$250,000)

JWT Specialized Communications

BRONZE SPONSOR (\$100,000)

Helene Fuld Health Trust

Isis Systems Group Inc.

NurseWeek

Nursing Spectrum

NURSES’ CIRCLE (\$10,000 and above)

Rollin M. Gerstacker Foundation

Independence Foundation

Kaiser Foundation Health Plan, Inc.

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Alexian Brothers Medical Center

Alpha Iota Chapter (STTI)

American Academy of Nursing

Apollo Group, Inc.

Ball Memorial Hospital, Inc.

Bartlett Regional Hospital in honor of Marjorie Beyers, RN, PhD, FAAN

William Beaumont Hospital

Marilyn K. Bedell

Bellin College of Nursing

Beta Chi Chapter (STTI)

Blessing Hospital

Blount Memorial Hospital

Boston College

Patricia Boyle

California Hospital Medical Center

Carilion Health System

Carraway Methodist Health Systems

Cedars-Sinai Medical Center

Chelsea Community Hospital

Children’s Hospital, Boston

Childrens Hospital Los Angeles

Commission on Graduates of Foreign Nursing Schools

Community Memorial Hospital, Menomonee Falls

Connecticut Society of PeriAnesthesia Nurses

Cookeville Regional Medical Center

Council on Nursing Education in Washington State

Dartmouth-Hitchcock Alliance

Doris S. Edwards

El Dorado Hospital

Emergency Nurses Association

Emory University

Epsilon Eta Chapter (STTI)

Epsilon Gamma Chapter (STTI)

Epsilon Omega Chapter (STTI)

Evanston Northwestern Healthcare

Frisbie Memorial Hospital

Genesis Health Care System

Georgia Hospital Association

Georgia Nurses Association

Harding University

Harrison Hospital

Hartford Hospital

HealthONE

Hetrick Communications

Holy Family Memorial

Hospice and Palliative Nurses Association

The Hospital Council of Western Pennsylvania

Hospital for Joint Diseases Orthopaedic Institute

Illinois Council of Deans & Directors of Baccalaureate & Higher Degree Programs in Nursing

Illinois League for Nursing Inc.

Illinois State University Mennonite College of Nursing

Iota Psi Chapter (STTI)

Johns Hopkins Health System

Luci Baines Johnson

Kathy Jordan

Kappa Gamma Chapter (STTI)

Kappa Epsilon Chapter (STTI)

Elizabeth A. Kenney in memory of Amy LaVelle, RN and Jane McCaffrey, RN

Kent State University

Mary K. Kohles-Baker

Lakeland Regional Medical Center

Lambda Mu Chapter (STTI)

Loma Linda University

Los Angeles-Nursing Executive Council

Mayo Foundation for Medical Education and Research

Margaret McClure

Medical Center of Central Georgia, Inc.

Mercy Medical Center, New Hampton

Miami Children’s Hospital

Miami Valley Hospital

Middlesex Hospital

Mission Hospital Regional Medical Center

Montana State University College of Nursing

Montefiore Medical Center

Mount Mercy College

National Association for Health Care Recruitment (NAHCR)

New York University Hospital Center

NFCS Associates Services, LLC (www.NursesCare.net)

Niagara University

Susan Nick

Northwest Medical Center

Nursing Executive Council, San Fernando Valley

Mary B. O’Brien

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Parma Community General Hospital

Parma Community General Hospital, Nursing Administration

Susan V. Patterson

Pinnacle Health System

Quinnipiac College

Kathryn A. Raethel

Regis College

Rehabilitation Institute of Chicago

Sacred Heart Medical Center

San Juan Regional Medical Center

Sibley Memorial Hospital

Betty A. Sinor

Thomas D. Smith

St. Charles Medical Center

St. Francis Hospital & Health Centers

St. Joseph College

St. Joseph Healthcare Foundation

St. Luke’s Episcopal Hospital

St. Mary’s Hospital Medical Center, Madison

St. Peter’s Hospital, Albany

Karen A. Stiefel

Theta Gamma Chapter (STTI)

University HealthSystem Consortium

The University of Alabama Capstone College of Nursing

University of Alabama School of Nursing,

University of Alabama at Birmingham

University of Cincinnati

University of Colorado Hospital Authority

University of Connecticut School of Nursing

University of Florida

University of Hartford

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The University of Kansas Medical Center

The University of Michigan School of Nursing

University of Nebraska Medical Center

University of South Alabama College of Nursing

University of Southern Mississippi

Van Slyck & Associates, Inc.

Virginia Mason Medical Center

Virginia Organization of Nurse Executives

Washington Hospital Center

West Suburban College of Nursing, Oak Park

West Suburban Hospital Medical Center, Oak Park

Winchester Medical Center, Inc.

Wisconsin Organization of Nurse Executives

Xi Pi Chapter (STTI)

Yakima Valley Memorial Hospital

Zeta Delta Chapter-At-Large (STTI)